

Human Resources Manual

October 2017



Disclaimer and Suggestions for Use of Resources

The Canadian Pacific District (CPD) takes no responsibility for use of the following materials or resources. The following resources and links are provided for use by our district workers and churches, and use of these materials and resources is done without holding the CPD responsible in any way.

For those who use these resources and access these links, we offer the following suggestions:

1. Be aware of specific provincial or other governmental regulations that may affect use of these materials. Care should be taken to work with a workplace law lawyer in adapting and using resources from the CPD.
2. There should not be an assumption that what works in one environ can be successfully implemented in another environ without careful and contextual application.
3. Implementation of any policy requires appropriate personnel or infrastructure to assure its long-term success.
4. District Office staff are open to questions and inquiries regarding these resources. Contact 604-372-1922 or cpdoffice@pacificdistrict.ca.

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I. Before You Hire

Workplace Privacy Legislation

The [Personal Information Protection Act](#) (PIPA) regulates how organizations must handle personal information of their employees. Workplace privacy concerns the legal responsibilities and obligations an employer has to protect the employee personal information of their employees. As a reminder, each church in the Canadian Pacific District (CPD) is required to have a privacy policy in place that is in compliance with [PIPA](#) and the [CPD Privacy Policy](#).

In general, personal information may not be collected, used, or disclosed without the consent of the individual to whom the information belongs, and may only be used for the reasonable purposes for which it was collected.

Definitions

Personal Information – information that can identify an individual (e.g. name, home address, educational qualifications).

Employee Personal Information – personal information collected, used, or disclosed solely to establish, manage, or terminate an employment relationship between an organization and an individual. This includes records relating to the duties and responsibilities of employees such as personnel records, application letters, interview results, references, performance reviews, and letters of resignation or termination.

Employer Obligations

As an exception to the general rule that consent is required before personal information may be collected, used, or disclosed, employee personal information may be handled without consent where its purpose is reasonably related to managing or terminating an employment relationship. However, in order to collect, use, or disclose employee personal information for purposes relating to the employment relationship, the employer will have to provide prior notice to the employee. An employee has the right to access their employee personal information without cost.

If the employer uses employee personal information to make a decision that directly affects an employee, they must retain that information for at least one year after using it. An employer must destroy employee personal information once the purpose for which it was collected is no longer served by keeping it and retention is not necessary for legal or business purposes.

Key Practice Points – Workplace Privacy

- Keep all employee personal information accurate and up to date.
- Retain any documents containing employee personal information relied on to make a decision about the employee for one year after the decision is made.
- Employees are entitled to notice before employee personal information is collected, used, or disclosed.
 - Request that employees sign a document acknowledging intention to use employee personal information for purposes reasonably related to the management of the employment relationship.
- If an individual is no longer employed or the information is no longer relevant to managing an employment relationship, it should be destroyed. Information should be retained when it is needed for other business purposes or legal proceedings. Note that the [Employment Standards Act](#) requires the employer to keep certain employee personal information for two years after employment ends.

Human Rights Considerations in Advertising

According to the BC [Human Rights Code](#), a person cannot communicate a preference, limitation, or specification based on certain prohibited grounds in an employment advertisement. Prohibited grounds include:

- race
- colour
- ancestry or place of origin
- political belief
- religion
- marital or family status
- physical or mental disability
- sex
- sexual orientation
- age

Churches qualify for a special employer exemption and as a result, are permitted to specify a preference with respect to the religion of the applicant in an employment advertisement.

Posting a Job Opening

If your church has an open position you are looking to fill and you would like to advertise it on the CPD and National Ministry Centre (NMC) websites, we have several suggestions and guidelines to help you. These are meant to create a posting that will effectively reach potential applicants and give them clear information.

Please note that only positions in churches and ministries of the CPD and affiliated or contractually linked organizations will be posted on the pacificdistrict.ca. The NMC website advertises positions from across Canada.

Suggestions & Guidelines

- Write a short description of the position that highlights the key parts of the position for potential applicants.
- Review the following:
 - In the posting and job description, wherever possible, please use gender neutral language.
 - Include a contact name and an email address where applicants should submit cover letters and resumes to.
 - If you are hiring for the Lead Pastor role, ask applicants to cc the District Superintendent or Assistant District Superintendent who is overseeing the transition.
 - Include any additional materials you would like applicants to submit (e.g. sermon recordings or videos)
 - Include an application deadline date; this can always be extended if the need arises, and serves to keep the posting visible to potential applicants.
- Submit your posting to Erin Knott (erink@pacificdistrict.ca) and indicate if you would like the position to appear on the CPD website only, or on the NMC website as well.
- Once you have filled the position, please notify Erin Knott (erink@pacificdistrict.ca) at the District Office to have the post removed.

Additional Resources – See Sample Website Job Posting on page 32.

Licensing with the Christian and Missionary Alliance

All individuals being considered for a ministry role (that is, more pastoral than administrative) at a church working 15 hours or more per week must be licensed with the Christian & Missionary Alliance in Canada (C&MA). Approval for licensing must be completed prior to candidating for a position or hiring by a church.

Contact the District Office to request the application materials and set up an interview between the candidate and members of the Licensing and Ordination Committee.

Depending on the role the candidate is being considered for, a fee of \$75-\$110 will apply for the licensing process. This fee is typically paid by the requesting church unless a candidate has requested to go through the process themselves. See pacifidistrict.ca/licensing/ for more details.

Additional Requirements

An individual may have additional requirements to complete within the first or second year of placement. This may potentially involve the Alliance History and Thought course, attendance at a New Worker Orientation, entry into the ordination track, or other requirements.

Be aware that a requirement of the licensing process includes a current criminal record check, including a vulnerable sector check, which must be updated every three years. See pacifidistrict.ca/criminal-record-checks/ for more information.

Additional Resources – See C&MA Licensing Policy on page 32.

Creating a Job Description

It is important that every person hired by your church have a written, realistic job description outlining their core duties, key qualifications, guidelines and expectations, and their accountability structure. Without a clear job description, it is difficult for any employee to know what's expected of them or how to gauge their performance. A good job description creates a helpful guide for an employee that focuses their work on what's most important, and gives their supervisor a fair means of evaluation.

Additional Resources – See Sample Lead Pastor Job Descriptions on page 33.

II. Hiring an Employee

General Hiring Information

When hiring pastoral employees, the District Office team can assist you by offering direction and coaching through the process, and by providing resumes of potential candidates. **Remember that licensing must occur prior to being hired!**

Please keep in mind that the hiring process is different depending on the role being hired for:

Support Staff – the church is free to make direct contact with potential candidates

Associate Pastoral Staff – the Lead Pastor nominates a candidate, the Board of Elders hires the candidate, and the District Superintendent appoints the candidate to the position

Lead Pastor – the District Office should be kept in the loop on every resume in consideration for the role; the Board of Elders hires the candidate, and the District Superintendent oversees communication of the offer and acceptance of employment prior to appointing the candidate to the position

Employee vs. Contractor

There are important differences in the employment relationship to an employer between a contractor and an employee. Contractors in pastoral ministry positions longer than one year must be licensed per CPD policy.

Additional Resources – See Defining the Relationship: Contractor vs. Employee on page 33.

Reference Checks

An important part of any hiring process is checking references. It is recommended that several persons who know the candidate well be approached and asked for references. The cumulative effect of these checks should be a reasonably holistic picture of the candidate personally, spiritually, and vocationally.

Employment Interviews

Interviews provide an opportunity to meet a candidate and are useful for determining whether the applicant is compatible with the church and its board. Some things to consider as you prepare for an interview include:

- Employment interviews give both the church and candidate an opportunity to become familiar with one another and discern together whether that candidate may be compatible with the church and its need.
- Prepare well for interviews. Determine ahead of time what questions you plan to ask and who will ask them. This helps avoid long periods of awkward silence and allows you to focus on key topics.
- Prior to candidating, one or more preliminary interviews may be conducted in person, by telephone, or via video conference in order to explore a candidate's potential. This is strictly exploratory and involves no public exposure.
- More than one person may be approached at a time for preliminary interviews, but before proceeding to the candidating interview the church must narrow their search to one candidate of choice.
- Allow the candidate to also ask questions.
- If the interview is part of an official candidating experience, plan to inform the candidate of the decision within one week of their visit.

Additional Resources – See Conducting an Employment Interview and Interview Questions for Lead Pastor Applicants on page 33.

Pastoral Salaries

The District Finance Committee, in consultation with the District Superintendent, has created a resource to assist Lead Pastors, church treasurers, and Boards of Elders in determining pastoral salaries. The Pastoral Salary Guide is distributed upon request to these same people and may be obtained by contacting the District Office at cpdoffice@pacificdistrict.ca.

Offer of Employment / Acceptance of Employment

A written offer of employment must be provided to the prospective employee. The prospective employee must accept the offer of employment by signing the acceptance of offer of employment form. A copy of the job description, offer of employment, and acceptance of offer of employment needs to be sent to the District Office for the employee's personnel file.

Additional Resources – See Offer of Employment Letter on page 34, Acceptance of Offer of Employment on page 36, and Employer/Employee Implied Obligations on page 37.

Benefits

The CPD has a benefits plan that offers comprehensive extended health coverage for all employees. The waiting period for extended health and insurance benefits is 90 days from the first day of permanent, full time (30 hours per week or more) employment.

Extended Health and Dental

Prescription drugs, licensed practitioner services, vision care, emergency medical coverage, and dental coverage benefits are offered.

Insurance Benefits

Basic life, accidental death and dismemberment, long term disability, and dependent life insurance coverage is provided.

Alliance Retiral Fund (ARF) Pension Plan

Employer/employee matched contributions commence upon permanent, full time employment with no waiting period. Part time employees may qualify for pension enrollment after two years of employment.

For additional benefits resources, information, and any questions, contact Nicki Lundrigan, Benefits Assistant via [email](#) or by telephone at 604-372-1922 ext. 110.

Additional employment information you may find helpful can be found on <http://pacificdistrict.ca/benefits/>.

**Hiring a Lead Pastor
The Lead Pastor Search Process - A Step by Step Overview**

This process is taken from the Lead Pastor Search Manual. For the full manual and additional assistance in hiring a Lead Pastor, please contact the District Office by emailing cpdoffice@pacificdistrict.ca.

Step	Responsible	Action
1	Board	Create a Lead Pastor Profile
2	Board	Form the Pastoral Search Team (PST)
3	District Office	Forward resumes and DS/ADS may contact other pastors or district superintendents as appropriate
4	District Office	Post an advertisement on District and national websites
5	PST	Screen, research, and conduct initial interviews
6	PST	Present final short list to the Board
7	Board	Conduct pre-candidating interviews and choose a preferred candidate
8	Board	Notify the DS/ADS of the preferred candidate
9	District Office	Determine licensing status of the preferred candidate.
10	DS/ADS	Contact preferred candidate about willingness to candidate
11	Candidate	Consider the opportunity and notify DS/ADS of decision
12a	DS/ADS	Notify Board of candidate's decision to candidate (proceed to step 14)
12b	DS/ADS	Notify Board of candidate's decision not to candidate (proceed to step 13a or 13b)
13a	Board	Review the PST short list and proceed with a remaining candidate (return to step 7)

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13b	Board	Ask the PST to start the search process over (return to step 5)
14	Board	Hold candidacy experience and conduct a formal interview
15a	Board	Decide to issue a call to the candidate and prepare an offer of employment (proceed to step 16a)
15b	Board	Decide not to issue a call to the candidate (proceed to step 16b)
16a	Board	Notify DS/ADS of decision and submit the offer of employment (proceed to step 17)
16b	Board	Notify DS/ADS of decision (proceed to step 13a or 13b)
17	DS/ADS	Review the offer of employment, contact the candidate with the Board decision, and present the offer
18a	Candidate	Review the offer of employment and notify the DS/ADS that they accept the call (proceed to step 19a)
18b	Candidate	Review the offer of employment and notify the DS/ADS that they do not accept the call (proceed to step 19b)
19a	DS/ADS	Inform the Board of the candidate's decision to accept the call (proceed to step 20)
19b	DS/ADS	Inform the Board of the candidate's decision not to accept the call (proceed to step 13a or 13b)
20	Board	Arrival of the new Lead Pastor
21	DS/ADS	Installation service

Considering a Candidate from Outside of Canada

On occasion, churches may have applicants from outside of Canada as potential candidates for pastoral positions. While it is preferential to hire a candidate who is a resident of Canada, pastoral candidates from within Canada may be in short supply, particularly for multicultural churches. It can be difficult, but not impossible, to hire someone from outside of Canada.

Denominational Considerations

1. The church should communicate with the District Office throughout the process of the pastoral search.
2. As with any person being considered by a church for pastoral leadership, a candidate must complete the licensing process prior to being hired by a church. This may present challenges due to language, time zone, or distance, and may require an interview via videoconference or during a planned visit to BC.
3. Once the church feels they have chosen their candidate, and the candidate has completed the licensing process, the church should work out an opportunity for the person to officially candidate at the church, preferably with their spouse.
4. Before physically moving, the following must be completed:
 - a. All immigration issues are settled and the candidate is legally able to work in Canada.
 - b. The candidate is approved for ministry after completing the licensing process.
 - c. An offer of employment and job description have been given to the candidate and a signed acceptance of the offer of employment has been signed and returned, with a copy sent to the District Office.

Financial Considerations

1. Consider a salary package that will be adequate for the region of BC in which the pastor will be serving.
2. A person hired from outside of Canada may receive a limited visa or working permit which only allows them to be employed by your church, but not to engage in any other employment. This can be a challenge if a church must consider a bi-vocational pastor due to financial reasons.
3. Consider the costs of physically moving a candidate and their family, along with any possessions, from their current location. These costs are to be borne by the church, not the candidate, as should be any costs associated with the immigration process.

Immigration Considerations

1. Due to the seriousness and complexity of moving to Canada, consulting an immigration lawyer is necessary in order to complete the process well and in a timely manner.
2. The following lawyers specialize in immigration law and may be helpful in the process:

Jeffrey S. Lowe, Chief Inspirational Officer
Lowe & Company, Canadian Immigration and Business Lawyers
Suite 900, 777 West Broadway
Vancouver, BC V5Z 4J7

Tel: 604.875.9338
Email: jlowe@canadavisalaw.com
Web: www.canadavisalaw.com

Terry N. Hursh, U.S. Attorney & Immigration Counsel
Hursh Immigration Law
Suite 710, 4235 Sherwoodtowne Boulevard
Mississauga, ON L4Z 1W3

Tel: 844-343-777
Email: tnh@hurshimmigration.us

III. After You've Hired

Notifying the District Office

After an employee has accepted the offer of employment, a copy of the offer, acceptance, and job description should be sent to the District Office. The District Office should also be notified by completing the [Employee Data Form](#) on our website. This form is used to:

- begin the benefit application process
- ensure licensed employees have a current personnel file
- issue their C&MA credentials following their licensing interview

Your church should also use the Employee Data Form to inform the District Office of an employee's change of salary, a marriage, the birth of a child, a change in role, or any other changes to an employee's status.

Once an employee who is licensed with the C&MA begins work, they will be sent a link to the [Licensed Worker Data Form](#). This form ensures that the personnel file is current and the employee will be assigned a password to gain access to resources available from **myCPD**.

Orientation

A thorough orientation helps insulate against differing expectations, misunderstandings, and conflict. Any new employee will benefit from an orientation to their new setting, team, and role as early as possible. Typically, this orientation will be conducted by the new employee's supervisor, or in the case of a Lead Pastor, by the board chair. If your church has an employee handbook, it will be a good time to review it together. Necessary forms and documents should be signed for use by the church or District Office.

If your church has chosen to use employee confidentiality agreements as part of their privacy policy, the new employee should sign this agreement at this time.

Additional Resources – See Employee Confidentiality Agreement and Contractor Confidentiality Agreement on page 37.

Key orientation topics include:

- regularly scheduled activities and events
- appropriate protocol for dealing with questions, concerns, or conflicts
- expectations relating to office hours, conduct, and dress code
- any expectations unique to your church setting

The District Office holds a New Worker Orientation twice per year, to which new pastoral employees in the District will be invited. At New Worker Orientation, matters related to the larger District of churches are discussed, introductions are made to the District team, and opportunity is given for pastors to connect with other new pastors from District churches.

Setting Up Payroll

As long as a church employs and pays an employee, it is required to open a payroll program account with the Canada Revenue Agency (CRA). This must be done before the first payroll deduction payment to the CRA is due on the 15th day of the month after the month when the church becomes an employer. To open a payroll program account, complete [Form RC1, Request for a Business Number](#).

A new employee must complete the following documents:

- [TD1](#) and [TD1BC](#) forms available from the CRA
- Benefits and Alliance Retiral Fund enrollment forms available from the [District Benefits Assistant](#)

For these forms as well as additional information, see the Treasurer's Manual (pending).

Leaves

Health Leaves

Each church should consider its own policy relating to health leaves and sick days for employees. As part of that, churches may want to consider adopting the Supplemental Unemployment Benefits (SUB) Plan, which supplements Employment Insurance benefits during periods of unemployment caused by illness, injury, or quarantine.

Should an employee's illness be long term, please contact [Nicki Lundrigan](#), District Benefits Assistant for information on qualifying and applying for long term disability benefits.

Additional Resources – See Supplemental Unemployment Benefits (SUB) Plan on page 37.

Other Leaves

Employers are required to provide the following unpaid leaves from work. Churches may determine if they will make any of these leaves paid. Additional information can be found in the District Treasurer's Manual (pending) and online under the [Employment Standards Act](#).

- Pregnancy, parental, and family responsibility leave
- Compassionate care and bereavement leave
- Jury duty
- Reservists' leave

Pastoral Sabbaticals

Ministry is profoundly important, not only to the people directly served, but also to the larger community and society. A sabbatical provides time for a pastor to step away from the persistent obligations of ministry life to engage in a period of renewal and reflection. A sabbatical is much more than simply a period of rest or a vacation, it is rest with a purpose.

Pastoral Sabbaticals: Guidelines and Best Practices is a document created to assist churches in the Canadian Pacific District (CPD) as they create a sabbatical policy for pastoral staff, and to assist church boards and pastors as they prepare for a pastoral sabbatical leave.

These guidelines and best practices are not requirements of the CPD, but are intended to be a helpful resource for you.

Additional Resources – See Pastoral Sabbaticals: Guidelines and Best Practices on page 37.

Returning to Work Following a Leave

When a leave or jury duty ends, an employee must be returned to his or her former position or to a comparable position. Benefits and planned salary increases that the employee would have received during the leave must be continued. It is the employer's responsibility to contact the employee to make arrangements for the employee's return to work.

The [BC Employment Standards Act](#) has helpful information for employers when an employee returns to work following a leave.

Performance Reviews

One of the most significant benefits of a performance review is that in the midst of daily working life, it offers a rare chance for a supervisor and employee to have a one-on-one discussion on important work activities and goals. Performance reviews serve as a positive reinforcement for employees who are performing well and are a helpful tool to bring performance problems to the attention of employees, giving the opportunity to remedy the issues.

A performance review should be conducted annually and be properly documented. A review must be honest and should identify areas of excellence as well as any problems in performance, steps to correct any problems, and any goals the employer wishes to emphasize. Often performance reviews are conducted in conjunction with a salary review, but it is suggested that you hold separate meetings for performance and salary reviews. In light of a raise, the employee is likely to disregard or minimize problems identified in performance.

In situations of serious problems in employee performance, it is advisable for the employer to seek out additional documentation, such as witness testimony.

Lead Pastor Performance Review

The District Office team encourages each Board of Elders to undertake a performance review for your Lead Pastor. We believe in performance reviews **when they are properly motivated and are done well and wisely.**

Additional Resources - See [Introduction to Lead Pastor Performance Reviews](#) on page 38. Sample evaluation and review tools are also included here.

In our sample resources, we focus on the Lead Pastor since, in our preferred governance model, the elders review the performance of the Lead Pastor and the Lead Pastor (or their designate) reviews the performance of all other employees. Links to these samples on **myCPD** are on page 38-40 in the Additional Resources and can be adapted for a Lead Pastor to use with other employees.

Complaint Resolution

If a conflict occurs between church staff members, they are encouraged to first seek resolution of the dispute through the biblical principles of conflict resolution. This includes direct communication between the two parties in conflict, with a next step of involving their supervisor. Should that fail, the District Office should be contacted to mediate the situation prior to contacting the BC Employment Standards Branch (ESB).

Licensed pastoral employees are also bound by the principles in A Call to Excellence and the Policy on Process for Mediation and Arbitration, both of which would have been signed during the licensing process. See page 40 for links to these documents.

Church staff do not take their issues and concerns to an individual elder for board action, rather they take them to the Lead Pastor. If church staff have an issue with the Lead Pastor, they should try to resolve it with the Lead Pastor first, and failing that, may call the District Superintendent.

Concerns an individual elder may have about a staff member shall be directed through the proper lines of authority and accountability and **shall not** be brought directly to the board. In most cases, the elder immediately takes the concern to the Lead Pastor.

The ESB encourages employees and employers to resolve problems without immediate intervention by the ESB. It is only after the parties cannot resolve the problem themselves that the ESB will try to facilitate a resolution or, if necessary, will issue a decision.

Additional Resources – See Employment Standards [Self Help Kit](#) from the BC Employment Standards Branch on page 40.

IV. Ending Employment

When an Employee Resigns

Should an employee resign from your employment, the employee is not legally required to provide notice unless that is stipulated in your offer of employment and the employee has signed an acceptance of that offer. The employer will pay outstanding wages earned up to the final employment date plus any accrued and unpaid vacation pay owing to them within 48 hours of the employee's final day.

When a pastor resigns in difficult circumstances or when the resignation is in the best interests of all parties, the District Office may be able to assist the pastor in applying for Employment Insurance benefits. Please contact the District Superintendent prior to completing and submitting the Record of Employment (ROE) for the employee.

When an Employer Terminates Employment

While none of us wants termination of employment to ever become a reality, it's always a possibility and unfortunately, some pastors and churches have been damaged by poor termination practices. It's important to have clarity on processes that can assist and minimize the potentially harmful or negative impact of such situations. Termination of employment must be done carefully, legally, and knowledgably.

An employer has the legal right to terminate the employment of an employee. The [Employment Standards Act](#) (ESA) requires an employer to give the employee written working notice, compensation in lieu of notice, or a combination of the two. The amount is determined according to the employee's length of service.

It is critically important to handle the process correctly as the consequences of handling termination of employment poorly may be very injurious to the employee and costly to the employer in many ways, including financially. The courts view pastoral roles as specialized and recognize that there are limited opportunities to gain a similar position quickly. This has resulted in several settlements for poorly handled employment terminations far exceeding the standard.

Inform the District Office of your intent to terminate employment, and secure legal advice. As terminations can be both complex and costly, the District Office recommends that churches seek legal counsel that has expertise in workplace law.

Additional Resources – See [Termination of Employment](#) on page 40.

Termination of Employment with Just Cause

An employer does not have to give written notice or compensation for length of service to an employee who is dismissed for “just cause.” Just cause includes serious infractions of established standards and serious misconduct of a moral, ethical, or financial nature.

Terminating with just cause for reasons of poor employee performance or issues of employee fit is complex and requires the employer to produce sufficient documentation such as evidence of regular performance reviews, proof of remedial assistance and training offered by the employer, etc. **The District Office does not recommend termination of employment for just cause for these reasons without/before legal consultation.**

Additional Resources – See Just Cause on page 41 for more information.

Termination of Employment Without Cause

When terminating employment without cause, the employer must provide written notice or compensation based on length of service. If an employee is on vacation, leave, or temporary layoff, notice must wait to be given until the employee returns to work, or the employee must be compensated in lieu of notice.

Termination of employment is often traumatic for both employers and employees.

Employees should know their legal rights and recourse if they believe they are being treated unfairly when employment is terminated without just cause.

Employees should consult with their workplace law lawyer or call the District Office to discuss their particular circumstances.

The challenge for a church Board of Elders (as the employer) when terminating employment without cause is what is communicated to the employee concerning the reason for termination. Before you terminate employment, please consult your workplace law lawyer or call the District Office for a review of your particular circumstances.

Additional Resources - See Termination of Employment (BC) on page 40.

Other Considerations When Terminating Employment

Important questions to ask when considering termination of employment:

- Has everything possible been done to work through issues with the employee?
- Have the facts and thoughts to be presented been developed and prepared with integrity?
- Has the District Office been informed of the situation and consulted for guidance and input?
- Has legal counsel or input been sought in preparation of the termination documents?
- Have the termination requirements under the [Employment Standards Act](#) of British Columbia or the BC [Human Rights Code](#) been reviewed?
- Will notice or compensation be given to the employee? If compensation is given, will it be through severance or salary continuance?
- Has a caring, godly attitude been demonstrated in this process?
- Has notice of termination been expressed in a clearly written document and been signed by both parties?
- Has there been sensitivity to the situation and a caring heart for the employee?
- Has there been clarity of thought and generosity of heart when discussing this issue with the employee?
- Have you been patient as the employee processes the termination notice?
- How can the employee's strengths be affirmed to encourage them as they move forward?

Use of Release Form and Letters

Step 1 – Contact District Leadership

Before terminating an employee's employment, especially when it involves pastoral staff, it is suggested that you contact the District Office to inform them of the situation and ask for any appropriate guidance. This should happen prior to contacting legal counsel, but may lead to contact with legal counsel. If the church needs a recommendation for legal counsel, the District Office can refer them to our legal counsel at Sorensen Smith LLP.

Step 2 – Consult Legal Counsel

The release form and letters included here have been provided by District counsel. While they will serve well in formulating appropriate documents by our churches, it is imperative that our churches still consult with legal counsel. Individual and unique circumstances may need to be considered in termination of employment.

Step 3 – Prepare Three Forms

In terminating of employment, a release form should never be used as a singular document, but only in conjunction with a second letter which outlines the conditions of the termination package and is given without prejudice¹. Specify in your letter the notice or compensation you are giving to the employee. Both letters should be prepared on church letterhead and presented to the employee at the same time. If the employee agrees to the conditions of termination they will sign the release form.

Step 4 – Include Proper References

Care should be taken to ensure that parties specified in the release form are correctly listed. In the case of most of our churches, which are incorporated under the District Society, reference should be made to the "Christian & Missionary Alliance – Canadian Pacific District, operating as _____ Church", as given in the sample. For those churches that are separately incorporated, reference should be to the church society.

Additional Resources – See Termination of Employment – A Primer for Christian Charities and Dismissal With and Without Cause on page 41.

¹ "Without prejudice" means that the letter and offer cannot be used by the employee against the employer in future litigation and is generally not admissible in court as evidence against the employer.

**Human Resources Manual
Ending Employment**

<Name> Church
<Address>
<Town/City>, BC
<postal code>

Or place on Church letterhead

<date>

Pastor <Name>
<Address>
<Town/City>, BC
<postal code>

RE: End of Employment with <Name> Church

As we have discussed with you and has been decided upon by mutual agreement, your employment as the **<Position Title>** at **<Name>** Church (the "Church") is being terminated. This is the result of a review of the leadership of the church by the board, which concluded that changes will benefit the church family, and also based on our agreement that a mutual conclusion of your responsibilities would be in the best interest of all parties.

Your last day of full time employment will be **<date>**.

Under separate cover, we are making a without prejudice offer of severance that we trust you will find to be more than acceptable.

If you would like to have a farewell event with the congregation, we would be pleased to discuss that with you and the church board.

We wish you God's blessings in your future endeavours.

Yours truly,

<Name>, Chair

**Human Resources Manual
Ending Employment**

Insert church address or place on Church letterhead

<date>

Pastor **<Name>**

<Address>

<Town/City>, BC **<postal code>**

RE: End of Employment with <Name> Church

Under separate cover we confirmed the end of your employment as the **<Position Title>** at **<Name>** Church (the "Church"). In order to allow you to transition into new employment, we are offering you the following transition package:

1. You will be given your accrued holiday days to date and then will be paid your regular salary for up to six (6) months commencing **<date>**. This will be paid less applicable statutory deductions. The Church will pay you a minimum of four (4) months regular salary. If and when you accept new employment during the six (6) months period, then immediately after the four (4) months the Church will cease payment of your regular salary, but will make a lump sum payment to you of 50% of the balance then remaining, less statutory deductions, in full satisfaction of any amounts remaining to be paid pursuant to this offer. Should you not accept new employment during the six (6) months period, then regular salary will be paid for the full six (6) months. By accepting the Church's offer, you agree to notify the Church immediately upon acceptance of new employment and agree to diligently search for new employment.
2. You will be provided continuation of extended health and dental benefits that we are able to provide to a former employee who is no longer in active employment for the duration of the salary continuance, i.e. up to six (6) months from **<date>**. These benefits will not include out-of-province medical benefits, life insurance, or disability insurance benefits. All benefits will cease upon you commencing employment with another employer.
3. To accept this severance package, we require that you date and sign the attached release form.

If you have any questions about this offer, please contact me. This offer is open for acceptance until **<date>**.

Yours truly,

<Name>, Chair

Release Form

KNOW ALL PERSONS BY THESE PRESENTS that I, **<name and address of person>**, for and in consideration of the payments to me by or on behalf of the Canadian Pacific District, operating as **<Name>** Church (the "Church") as set out in the letter from the Church dated **<date>** (all payments thereunder being made less all required withholdings) and other good and valuable consideration (collectively the "Severance Package"), do for myself, my heirs, executors, administrators and assigns, hereby remise, release, and forever discharge the Church and all of its affiliated entities, and all of its successors, administrators, directors, officers, servants, agents, and assigns, of and from any and all actions, causes of actions, claims, debts, demands, and damages howsoever arising which I now have or which hereafter I can, shall or may have for or by reason of or arising out of any cause, act, deed, matter, thing, or omission existing up to the execution of these presents and in particular, but without limiting the generality of the foregoing, arising out of my employment or contractual relationship with the Church or resignation, dismissal or termination thereof, and more specifically, without limitation, any and all claims for damages for termination of my contractual or employment relationship with the Church, loss of position, loss of status, loss of future job opportunity, loss of opportunity to enhance my reputation, the timing of termination and the manner in which it was effected, loss of bonuses, loss of benefits including, without limitation, long-term disability, life insurance, and any other type of damages and further including any and all claims arising at common law or pursuant to statute or under the *Employment Standards Act* of British Columbia or British Columbia *Human Rights Code*.

AND FOR THE SAID CONSIDERATION I covenant and agree to save harmless and indemnify the Church from and against all claims, charges, taxes, penalties, or demands which may be made by the Minister of National Revenue or the Canada Revenue Agency requiring the Church to pay income tax charges, taxes, or penalties under the *Income Tax Act* and in respect of any and all claims, charges, taxes, or penalties and demands which may be made on behalf of or related to the Employment Insurance Commission and the Canada Pension Commission under the applicable statutes and regulations with respect to any amounts which may in the future be found to be payable by the Church in respect of the settlement specified herein.

AND IT IS FURTHER AGREED AND UNDERSTOOD that the terms of this settlement will remain confidential and shall not be disclosed, except to my immediate family members and professional advisors or as required by law.

**Human Resources Manual
Ending Employment**

AND IT IS FURTHER ACKNOWLEDGED that the facts in respect of which this Release is made may prove to be different from the facts now known or believed by them to be true by me. I accept the risk of the facts being so different and agree that this Release shall be in all respects enforceable.

AND IT IS FURTHER AGREED AND UNDERSTOOD that I have read this document and fully understand its terms and that I have been given opportunity to obtain independent legal advice and that I voluntarily accept the Severance Package for the purpose of making a full and final compromise in settlement of all claims against the Church and all affiliated entities, and their respective successors, administrators, directors, officers, servants, agents and assigns.

IN WITNESS WHEREOF I have here unto set my hand at **<Town/City>** in the Province of British Columbia, this **<date>** day of **<Month>**, **<year>**.

SIGNED AND DELIVERED BY **<Name>**
in the presence of

_____ **<Name>**

Name

Address

Occupation

Exit Interview

An exit interview is not a “stay interview”, intended to convince a good employee to stay, nor a “termination interview” in which the employee is informed of the end of employment. An exit interview, normally conducted prior to the departure of an employee, can serve both the departing employee and the employer by affirming the employee in their service, giving opportunity for feedback on how to improve the working environment, and ending the employment relationship in a healthy manner.

An exit interview is not always possible nor even desirable. The employer should reflect carefully on the departing employee’s state of mind and the circumstances of their departure before requesting or requiring an exit interview.

Additional Resources – See Conducting an Effective Exit Interview on page 41.

Notifying the District Office

Once an employee resigns or their employment is terminated, please notify the District Office by completing the [Employee Data Form](#).

This form is used to determine licensing moving forward, determine the end date for benefits coverage, and update the employee’s personnel file.

V. Employee Handbook

Creating an employee handbook for your church provides a standard for both the employer and employee to rely on. An employee handbook that is implemented well is a great tool with clear guidelines and policies that helps avoid conflict. The District Office recommends that each church develops their own handbook, recognizing that each will be somewhat unique as complexity is driven by the number of employees on staff.

The [CPD Employee Handbook](#) is included as a sample on **myCPD** for you. This is provided for information purposes only, and no legal liability or other responsibility is accepted by or on behalf of the District Office for any errors, omissions, or statements.

VI. Additional Resources

Disclaimer and Suggestions for Use of Resources

The Canadian Pacific District (CPD) takes no responsibility for use of the following materials or resources. The following resources and links are provided for use by our district workers and churches, and use of these materials and resources is done without holding the CPD responsible in any way.

For those who use these resources and access these links, we offer the following suggestions:

1. Be aware of specific provincial or other governmental regulations that may affect use of these materials. Care should be taken to work with a workplace law lawyer in adapting and using resources from the CPD.
2. There should not be an assumption that what works in one environ can be successfully implemented in another environ without careful and contextual application.
3. Implementation of any policy requires appropriate personnel or infrastructure to assure its long-term success.
4. District Office staff are open to questions and inquiries regarding these resources. Contact 604-372-1922 or cpdoffice@pacificdistrict.ca.

All of the following additional resources are linked to **myCPD**. Please note that all licensed workers, board chairs, and church offices have access to **myCPD**, and for any difficulties with access, please contact [Erin Knott](#) at the District Office.

Sample Website Job Posting

Posting a job opening on pacificdistrict.ca or cmaacan.org advertises the position to a large audience. Two sample job postings can be found on **myCPD**.

[Sample Website Job Posting #1](#)

[Sample Website Job Posting #2](#)

C&MA Licensing Policy

The current [C&MA Licensing Policy](#) is part of the Manual of the Christian and Missionary Alliance in Canada.

Sample Lead Pastor Job Descriptions

Two sample Lead Pastor job descriptions are posted on **myCPD** as examples.

[Sample Lead Pastor Job Description #1](#)

[Sample Lead Pastor Job Description #2](#)

Defining the Relationship: Contractor vs. Employee

An important threshold issue to consider before hiring a new employee is how best to define the employment relationship. Specifically, whether or not to structure it as a traditional employee and employer relationship, or as an independent contractor relationship. The resource [Defining the Relationship: Contractor vs. Employee](#) can be found on **myCPD**.

Conducting an Employment Interview

This resource will help you [conduct an effective employment interview](#) as you look to hire.

Interview Questions for Lead Pastor Applicants

This resource offers helpful potential [interview questions for Lead Pastor applicants](#).

Offer of Employment Letter

Date _____

Dear _____

Re: Offer of Employment

We are pleased to confirm this offer of employment as Lead Pastor at _____ Church beginning Month, Day, 20XX.² The Board of Elders considers the first three months in this position as probationary as we seek to determine with you if there is a good fit for you in this ministry position.³

The general expectations for this position are outlined in the enclosed job description, which was discussed with you during the candidating process. This description may be modified from time to time as part of our review process.

As outlined in the Local Church Constitution in the *Manual of the Christian and Missionary Alliance in Canada*, you will be accountable to both the Board of Elders and the District Superintendent.

Your starting salary in this position will be \$XX,XXX/year. The required statutory deductions will be deducted from your cheques. These will include Employment Insurance and the Canada Pension Plan.

The church will pay for the following benefits on your behalf, when you are eligible for them (listing includes *possible* benefits, so select appropriate ones):

- Match your 5% contribution to the Alliance Retiral Fund (required)
- Long term disability
- MSP premiums and/or RWAM District Employee Benefits plan premiums
- Coverage of cell phone plan for pastoral use
- Time and budget for professional development or study
- Expenses to attend District Staff Retreat, District Conference, and General Assembly, provided the church budget plans for these and projected income supports it
- Sabbatical provision
- 2-3 weeks paid leave for the purpose of visiting an Alliance mission field within the first 5 years of ministry

² Unless a specific term for employment is stated, it is assumed to be for an indefinite period of time.

³ A probationary period must be stated in the offer if it is desired. Its primary value is greater legal freedom for the board to terminate the relationship if the early indications are that it isn't going to work.

Human Resources Manual Additional Resources

In addition, you will be entitled to "X" weeks of annual vacation, the dates of which will need to be approved by the Board of Elders in advance. Vacation entitlement may not be carried forward more than one year after it is earned.

Relocation costs from a previous place of ministry and/or residence may be provided.

Either party may initiate a termination of this employment relationship and the Board of Elders respectfully requests a minimum of two weeks' notice. The Board of Elders will fulfill all requirements under the B.C. Employment Standards Act, however we expect that both you and the Board of Elders will bring closure to your ministry in such a way as to honour the name of Christ and sustain the health of the church. To that end, we will discuss a succession plan early in your employment so both you and the church can deal with this in a forthright and God-honouring way.

[Insert any final comments about your hopes for a good working relationship, etc.]

Sincerely,

c.c. District Superintendent or Assistant District Superintendent

*This template can also be found on **myCPD** [here](#).*

Acceptance of Offer of Employment Church

1. I am aware of the job description and requirements of the position of Lead Pastor and believe that I have reasonable knowledge of what will be expected of me. On this basis, I accept the position offered to me.
2. I have been informed of the salary and benefits and agree to begin work within the conditions outlined in the Offer of Employment.
3. If I should ever experience any problems with my work or working relationships that I cannot resolve, I will take steps to discuss these with the Board of Elders or the District Superintendent (should the issues concern my working relationship with the Board) so they may be addressed as early as possible.
4. If I ever have any grievance that cannot be resolved within the governance structure of _____ Church and of its parent denomination, the Christian and Missionary Alliance, I agree to attempt to resolve the matter through mediation or conflict resolution within the Christian community, doing all I am able to avoid relying on secular courts for the sake of the name of Jesus Christ and His work.

Signature

Date

Completed in duplicate

*This template can also be found on **myCPD** [here](#).*

Employer/Employee Implied Obligations

Certain terms are implied in employment contracts and create obligations and rights for employees and employers. See [Employer/Employee Implied Obligations](#) for more information.

Employee Confidentiality Agreement

A template for creating an [Employee Confidentiality Agreement](#) can be found on **myCPD**.

Contractor Confidentiality Agreement

A template for creating a [Contractor Confidentiality Agreement](#) can be found on **myCPD**.

Supplemental Unemployment Benefit (SUB) Plan

The objective of the [SUB Plan](#) is to supplement EI benefits for periods of unemployment caused by illness, injury, or quarantine. The [SUB Plan](#) policy can be found on **myCPD**.

Pastoral Sabbaticals: Guidelines and Best Practices

Lead pastors and pastoral staff serve a variety of roles in their position at the centre of congregational life: preacher, teacher, spiritual guide, visitor, friend, counsellor, strategist, confidant, etc. The responsibilities are continual, often with no distinction between "office" and home. The pace and demands can be relentless, frequently leaving even the most dedicated and competent of pastors recognizing the need to replenish their own spiritual, emotional, and professional reservoirs to regain energy and capacity for their ministry.

A sabbatical is an extended period of time intentionally set aside by pastors as an occasion for reflection, recreation, and revitalization unencumbered by their usual responsibilities. Sabbatical finds expression in study, rest, spiritual retreat, and prayer away from normal ministerial responsibilities and in a manner that is not possible during the busyness of a typical work year.

Pastoral Sabbaticals: Guidelines and Best Practices was created to assist church boards and pastors prepare for a pastoral sabbatical leave. These guidelines and best practices are not requirements of the CPD, but are intended to be a helpful resource.

See **myCPD** to access [Pastoral Sabbaticals: Guidelines and Best Practices](#).

Introduction to Lead Pastor Performance Reviews

The District Office team is pleased and thankful that you as a Board of Elders are undertaking a performance review for your Lead (Senior) Pastor. We believe in performance reviews **when they are properly motivated and are done well and wisely.**

We focus in this document on the Lead Pastor since, in our preferred governance model, the elders review the performance of the Lead Pastor and the Lead Pastor (or their designate) reviews the performance of all other staff.

You will find several performance review instruments on **myCPD**, the private side of our website. Most of these instruments can be adapted for the Lead Pastor to use with other staff. All Lead Pastors and elders are provided secure access to the website. If you require access, contact Erin Knott at erink@pacificdistrict.ca

Effective Performance Reviews

Our convictions surrounding effective pastoral reviews are that they:

1. **Are not random and subjective.** Rather, your Lead Pastor must be evaluated against some more objective standard, namely, their job description. Additionally, evaluation may be tied to other previously negotiated assignments or responsibilities, special projects, follow up from previous years' reviews, etc.

Note: The job description, of course, must be shaped to your pastor's unique competencies so that expectations are realistic and your pastor can serve out of the core of their gifting from God. The District Office utilizes a profiling instrument named the *Grip Birkman Assessment* that can be useful here, if you as a Board of Elders are unclear about your pastor's essential strengths.

2. **Are developmental.** Their primary purpose is to help the pastor become a more effective servant of Jesus and more skilled at fulfilling their calling as a pastor. Great care must be taken to ensure that the appraisal feedback is motivating, not discouraging.
3. **Are generous with affirmation.** Progress, established goals that have been met, and accomplishments are recognized and celebrated.
4. **Are focused on no more than two areas of challenge** where the board is inviting their pastor to grow and improve.

If the board determines that there are numerous challenge areas for the pastor to address, in our opinion it is wiser to prioritize those areas (rank them in order of importance to the board) and relay them two at a time over several years rather than to discourage the pastor by unloading them all at once and requesting improvement in all areas simultaneously. This could be overwhelming to your pastor and thus in no one's best interests.

5. **Are cumulative**, that is, they are linked from year to year as the pastor follows up on the requests for improvement from the past year, if any.
6. **Report themes and consensus feedback**, not individual negative comments that may reflect the bias or perception of a single individual. Regrettably, appraisal processes can be misused by angry or petty or otherwise emotionally unhealthy participants. Elders must guard against that possibility!
7. **Utilize a process that involves several sources of input** Here's one example:
 - first, the Lead Pastor's own written self-evaluation is gathered;
 - second, written input from others such as elders, other pastoral staff members, ministry leaders and team members, and church family members is gathered using an appraisal instrument such as we've posted on our website. Elders are responsible to determine who shall provide input
 - third, the information is collected, interpreted, and summarized as described above (observing themes, affirming strengths, identifying up to two challenge areas);
 - fourth, the summary is crafted into a letter or brief report for the Lead Pastor;
 - fifth, the board as a whole approves the content of the report or letter;

- and finally, two or three elders meet with the Lead Pastor to verbally summarize the contents of the letter and leave a copy of the letter with the pastor. An additional copy of the letter is placed in the pastor's employment file.
8. **Provide an opportunity for the Lead Pastor to respond** to the performance review and have them sign the form or letter provided indicating that they are aware of its contents. A Lead Pastor that has a signed performance review is not able to argue later that the Board of Elders failed to bring performance problems to their attention.

Samples and Templates

[Sample Annual Pastoral Evaluation and Planning Form – Elders](#)
[Sample Annual Pastoral Evaluation and Planning Form – Non-Elders](#)
[Sample Lead Pastor Evaluation Form](#)
[Sample Lead Pastor Self-Evaluation Form](#)
[Employee Performance Review Form Template](#)
[Sample Mini Performance Review](#)

A Call to Excellence

[A Call to Excellence](#) is part of the Manual of the Christian and Missionary Alliance in Canada.

Policy on Process for Mediation & Arbitration

The [Policy on Process for Mediation and Arbitration for Licensed Workers](#) is part of the Manual of the Christian and Missionary Alliance in Canada.

Employment Standards Self-Help Kit

This [Self-Help Kit](#) is a Factsheet from the Employment Standards Branch of BC.

Termination of Employment (BC)

This Factsheet from the Employment Standards Branch of BC discusses standards related to [termination of employment](#).

Just Cause

The purpose of this Factsheet from the Employment Standards Branch of BC is to help employers and employees understand the meaning of [just cause](#) as it applies under the *Employment Standards Act*.

Termination of Employment – A Primer for Christian Charities

Terminating employment is a difficult decision. [Termination of Employment – A Primer for Christian Charities](#) is a helpful resource from the Canadian Council of Christian Charities.

Dismissal With and Without Just Cause

This resource explains the difference between [dismissal with and without just cause](#) as well as where notice is required and what constitutes reasonable notice.

Conducting an Effective Exit Interview

This resource will help you [conduct an effective exit interview](#) when an employee is leaving employment.